



अभ्यासेन दक्षः

संस्थागत उत्कृष्टता, योग्यता-आधारित प्रोत्साहन तथा योग्य कर्मचारियों  
द्वारा बहु-कार्य निष्पादन के लिए नीति

**POLICY FOR RECOGNITION OF INSTITUTIONAL  
EXCELLENCE & MERITOCRACY AND MULTI-TASKING  
BY MERITORIOUS EMPLOYEES**

इंदिरा गांधी राष्ट्रीय उडान अकादमी  
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- Version: 1.0
- Date of Issue: 13 March 2026
- Next Review Date: 12 March 2027
- Issued by: Office of the Director, IGRUA

## संस्थागत उत्कृष्टता, योग्यता-आधारित प्रोत्साहन तथा योग्य कर्मचारियों द्वारा बहु-कार्य निष्पादन के लिए नीति

### POLICY FOR RECOGNITION OF INSTITUTIONAL EXCELLENCE & MERITOCRACY AND MULTI-TASKING BY MERITORIOUS EMPLOYEES

#### Introduction

1. Indira Gandhi Rashtriya Uran Akademi (IGRUA), an autonomous body that pays its employees through its own resources, is on a strong upward trajectory, having achieved nearly 100% increase in overall productivity over recent years. There is significant scope to further sustain and enhance this trajectory over the long term, and the quality of its human capital is central to that goal. Nearly 80% of IGRUA's employees are contractual, yet many of them bring expertise, commitment, and institutional value that are indispensable to its mission. Despite this, contractual employees currently have no structured mechanism for recognition, advancement, or reward based on merit. This gap results in talent attrition, erosion of morale among high performers, and a culture that fails to distinguish excellence from mediocrity, outcomes inconsistent with the standards expected of a national institution committed to long-term growth. This Policy establishes a framework to systematically identify, recognise, and reward meritorious contractual employees, vesting appropriate authority in the Director to act with speed, judgment, and institutional accountability.

#### Governing Principles

2. This Policy is guided by the following principles:
- Merit and performance shall be the sole basis for recognition and reward.
  - Decision-making authority shall vest in the Director, in consultation with the Chief Instructor, Chief Engineer and Chief Administrative Officer, to ensure agility, responsiveness, and accountability.
  - Transparency shall be maintained through formal orders and periodic reporting to the Governing Council.
  - No reward under this Policy shall imply regularisation, permanency, or entitlement to pensionary or service benefits.

#### Authority and Scope

3. The Governing Council hereby vests authority in the Director, IGRUA, to identify, evaluate, and reward contractual employees based on merit, performance, and institutional need. This will be limited to only 2% of the total employees, annually. This authority shall include:

(a) **Salary Revision and Enhanced Remuneration.** The Director may revise the consolidated remuneration of any contractual employee upward by maximum of 25%, based on performance, market benchmarks, criticality of role, or retention imperatives.

(b) **Additional Charge of a Vacant Post.** When a post falls vacant, the Director, in consultation with the Manager (HR), may assign its duties to another contractual employee as additional charge, subject to the conditions specified in Paras 6 & 7 below.

(d) **Fast-Track Placement at Higher Posts.** The Director may place a contractual employee at a higher post with commensurate remuneration, without following regular recruitment procedures, provided the employee holds the requisite qualifications and has demonstrated exceptional performance. This will be made only with the prior approval by Governing Council.

### **Reward Through Additional Charge**

6. Assigning a meritorious employee the additional charge of a vacant post is both a recognition of capability and a means of efficient institutional functioning. It shall be implemented as follows:

(a) **Identification of Posts.** The Director and Manager (HR) shall identify eligible post, as and when a vacancy arises, based on operational need, and the availability of suitable candidate.

(b) **Qualification Requirements (QRs).**

(i) For posts where QRs have been prescribed by the Governing Council, the same shall apply without modification.

(ii) For posts where QRs have not been prescribed by the Governing Council, the concerned Departmental Head shall specify the QRs and submit them for approval by the Director before the assignment is made.

(c) **Eligibility.** A contractual employee may be considered for additional charge only if their qualifications, skills, and experience demonstrably satisfy the QRs of *both* their substantive post and the vacant post. Suitability shall be assessed by the Director, with inputs from the relevant Departmental Head.

(d) **Remuneration.** Additional charge shall carry a financial benefit commensurate with the added responsibility, as determined by the Director (limited to maximum of 30% of the pay of the substantive post).

(e) **Duration.** Additional charge shall be for a defined period and shall be reviewed periodically. It shall not create any right to the post or imply permanency in the role.

### **Additional Measures to Reward Meritocracy**

7. The following additional measures are instituted to embed a culture of excellence at IGRUA:

(a) **IGRUA Merit Award**. An annual institutional award, to be presented on a significant day such as IGRUA Foundation Day, to recognise the most outstanding contractual employee of the year across functional categories. The award shall carry a citation, and a trophy.

(b) **Accelerated Contract Renewal with Enhanced Terms**. For consistently high-performing employees, contract renewals may be processed ahead of schedule and offered with enhanced terms, signalling institutional commitment and reducing attrition risk.

### **Process and Implementation**

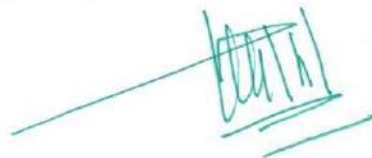
8. The Director shall implement this Policy through the following process:
- (a) Identify the employee through direct observation, departmental inputs, or performance records.
  - (b) Determine the nature and quantum of the reward.
  - (c) Issue a formal administrative order specifying the reward, effective date, and terms for visibility of all the employees and for transparency.
  - (d) Communicate the order to the employee, the relevant department, and the Accounts Department for financial processing.

### **Transparency and Oversight**

9. The Director (through HR Manager) shall maintain a consolidated record of all merit-based decisions taken under this Policy. An annual summary report shall be placed before the Governing Council, covering the number of employees rewarded, the nature and quantum of rewards, and a brief institutional impact assessment. This mechanism ensures that decisional agility at the Director's level is balanced by institutional accountability to the Council.

### **Conclusion**

10. IGRUA's standing as a national institution of excellence must be reflected not only in the quality of its training but in how it values its people. A contractual employee who performs at the highest level deserves recognition that is swift, meaningful, and visible. This Policy empowers the Director to deliver exactly that, acting with judgment, integrity, and a clear institutional mandate.



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